INTRODUCTION

Leading companies across different industries demonstrate that Supply Chain Management is vital for creating competitive advantage, enabling differentiation in, for example, cost, delivery, variety and/or innovation. This course offers a conceptual and practical background that is required for holistic thinking and for improving the overall supply chain. Both strategic and operational issues related to structuring and managing the entire supply chain will be discussed through actual cases. Also, special attention will be given to the complex dynamics and interdependencies between the Supply Chain and other business areas of the company, in particular Marketing & Sales.

Based on those experiences, participants will learn how companies can actually achieve supply chain-related objectives such as how to create superior value for the final customer with lower costs for the chain as a whole. Whereas the focus of the Operations Management course in the 1st trimester has been on the relevant operational aspects within one company, there is a clear and logical connection with this course on Supply Chain Management. Here the focus will be on the whole chain from material suppliers all the way down to the final consumers and the challenges of chain design, coordination and collaboration this poses upon the players in a particular supply chain.

AIMS

From a content-oriented perspective, the objective of the course is to familiarise participants with the most generic concepts and techniques of Supply Chain Management, such as coordination, buyer-supplier collaboration, supply chain design, outsourcing and sustainability. This is done taking a transversal perspective, establishing clear relationships between Operations / SCM and the other areas of a company.

From the perspective of development of managerial skills and competencies, the objective of the course is to confront the participants with the "typical" challenges of a Supply Chain Manager, putting them in the leading role of different situations, having to analyse and understand the dynamics of supply chain processes and their importance for the competitive strategy of the company, discuss their ideas with their colleagues and make decisions about specific responses or supply chain strategies bearing in mind the idiosyncracy of each specific business situation.

METHODOLOGY

Case method is the basic methodology used in this course, complemented with lectures and exercises.

EVALUATION

Each participant will be evaluated based on his/her knowledge on the specific subject as well as on the quality and consistency of participation. More precisely, evaluation depends upon:
- participation (30%)
- surprise quizzes (15%)
- final exam (40%)
- final group presentation (15%)
The final exam has to be passed in order to pass the course.

The final grade for participation is an average of the individual grades for each session. The criteria used to grade participation include the following aspects:
1. sound, rigorous, and insightful diagnosis (e.g., sharpening of key issues, depth and relevance of analysis);
2. realistic and effective action recommendations;
3. integrative comments (across cases and/or courses);
4. evidence of active listening (e.g., relevance and timing of comments) and constructive critiques of others’ contributions;
5. evidence that the participant has read the cases and the articles given in class;
6. explicitly stating of assumptions (own or others’) behind analysis;
7. impact on peers’ thinking.

**BIBLIOGRAPHY**


